

**CITY COUNCIL**

**2016 STRATEGIC PLAN**

**CITY OF HUNTSVILLE, TEXAS**





# **CITY OF HUNTSVILLE STRATEGIC PLAN**

**Adopted by the City Council on March 15, 2016**

Strategic planning is the process an organization follows to articulate a vision for the future and establish a direction in making decisions and allocating resources to achieve the desired outcomes. The Huntsville City Council met on February 12, 2016 to create a new strategic plan to set the course for the City, a flexible document that will be periodically reviewed for updates.

The City Council established seven broad areas of strategic initiatives aimed to address all quality of life issues in Huntsville, with key objectives for implementation included. These will provide the City Council with mechanisms to gauge performance, provide direction to staff, and adopt changes to the strategic plan as success merits and needs dictate.

This strategic planning document is meant to serve as a guide for the City staff to develop the annual budget for Council consideration and to provide Council with a succinct method of articulating to staff the policy direction for the City of Huntsville, both as a community and an organization. This strategic plan will also communicate to residents and community partners the City Council's commitment to open government, communication, collaboration, and cooperation among all who live, work, recreate, educate, or operate a business in Huntsville. Finally, this strategic plan is meant to provide a road map for success that will lead families and new businesses to Huntsville to join an outstanding community where good governance and sound management provide the best that life has to offer.



### **VISION**

The City of Huntsville is a community that is beautiful, historic, culturally diverse, affordable, safe, and well-planned, with great opportunity for our citizens.

### **MISSION**

In order to maintain and enhance the quality of life and the achievement of our vision, the City of Huntsville provides, facilitates and regulates services, facilities and infrastructure for citizens, customers, visitors, businesses and state agencies, in a friendly, efficient, fair, honest and competent manner with quality and forethought.

### **VALUES STATEMENT**

Public service is our business and our goal. We believe in commitment - not just to our job, but to our faith, our beliefs, and our family. Our pride in our work and the organization compels us to a high degree of professionalism.

**Honesty** in all our actions;

**United** in our commitment to ensure a safe work environment, fair wages and

**Nurture** an environment of cooperation between the City and its citizens,

**Teamwork** depending on one another to improve the quality of life;

**Service excellence** provided at every level in an efficient and economical manner;

**Vision** of an enriched future enhanced by encouraging skills, talents, and potential of our employees through training, opportunity, and recognition;

**Integrity** demonstrated in the treatment of our coworkers and those we serve and protect;

**Leadership** through communication in a responsive manner while maintaining a high

**Loyalty** to our faith, our beliefs and our families;

**Embrace** the diversity of our employees as a strength of our organization

**Goal #1, City Appearance - Provide policies, amenities, and events that enhance the City's already beautiful and historic natural environment.**

Objective #1 – Complete installation of the way-finding signage.

Objective #2 – Complete the Parks and Recreation Masterplan.

**Goal #2, Communications - Provide public information outreach efforts that inform the public of City operations, accomplishments, and policies, and allow for citizen input on matters of Council policy.**

For the 2016 Strategic Plan, the City Council is electing to place no additional emphasis on the goal of Communications and to continue with the City's other communications efforts including written pieces, the website, the State of the City Address event and occasional Town Hall meetings. Communicating the value and benefit of City services continues to be of great importance to the City Council.

**Goal #3, Economic Development – Promote and enhance a strong and diverse economy.**

Objective #1 – Complete design and begin construction on the Sam Houston Statue Visitors Center Expansion and Remodel.

Objective #2 – Complete an economic development website for the community.

**Goal #4, Infrastructure - Ensure the quality of the City utilities, transportation, and physical structures so that the City's core services can be provided in an effective and efficient manner.**

Objective #1 – Complete construction of the new Solid Waste Transfer Station.

Objective #2 – Award a contract for the construction of the TXDOT Transportation Alternatives Program sidewalk grant.

Objective #3 – Complete the condition and capacity assessments for the water distribution and sanitary sewer collection systems.

Objective #4 – Begin work on projects funded by airport grants.

Objective #5 – Receive recommendations and consider funding strategies to implement the Street Study recommendations in the 2016-2017 budget.

Objective #6 – Begin construction on the Town Creek Drainage Project.

**Goal #5, Resource Development - Enhance the quality of life for citizens, businesses, and visitors by leveraging the human and fiscal resources available to the community.**

For the 2016 Strategic Plan, the City Council is electing to place no additional emphasis on this goal while continuing with the City's resource development efforts including effective Advisory Board activities and continued communication and relationship building with other governmental entities in the Huntsville and Walker County area. Developing resources that enhance the value of services provided by the City continues to be of great importance to the City Council.

**Goal #6, Finance - Provide a sustainable, efficient and fiscally sound government through conservative fiscal practices and resource management.**

For the 2016 Strategic Plan, the City Council is electing to place no additional emphasis on the goal of Finance. The 2016 Strategic Plan includes significant effort and resources devoted to the issue of long range planning which, in and of itself, has significant financial implications for the community. Enhancing and sustaining the financial well-being of the City of Huntsville is of great importance to the City Council.

**Goal #7, Public Safety - Provide safety and security for all citizens.**

Objective #1 – Implement body-worn cameras for the Police Department.

**Goal #8, Long Range Planning – Match available long-range financing capacity with projects to improve and sustain the quality of life of the citizens of Huntsville.**

*On these issues that will come before the City Council in the coming year, there will be a [Council] workshop after the Long Range Planning Committee has reviewed them, so that the entire Council can discuss them and have input, and, further, that the workshop is not on the same day the motion [to approve the issue] will come before the Council.*

Objective #1 – Receive recommendations from the City Council's Long Range Planning Committee on which projects are to be endorsed for bond proceeds and/or additional resources.

Objective #2 – Receive recommendations from the City Council's Long Range Planning Committee and determine as a City Council the appropriate role for calling elections for various projects.

Objective #3 – Receive recommendations from the City Council's Long Range Planning Committee for the process to deliver projects that are approved.